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TO: ALLOC

TO: ALLOC

D/CO

DD/CO

AMD

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FROM: D/CO

SUBJECT: ALLOC 145 - BANDING PAY SYSTEM FOR TELECOMMUNICATIONS
OFFICERS

EXEMPTED ADDRESSEES WILL RECEIVE POUCHED COPIES.

1. ON 17 AUGUST, WE SUBMITTED A PROPOSAL FOR CREATION OF A Banded Pay System to the Office of Personnel (OP). This new pay concept represents a major step forward in correcting pay inequities for our telecommunications officers, and OP has been requested to take the necessary steps to secure approval of the proposal for implementation by the first pay period in October 1984, or an appropriate date thereafter.

2. THE PROCEDURES PRESENTED BELOW ARE THE RESULT OF A TASK FORCE THAT WAS FORMED ON 7 JUNE COMPRISED OF REPRESENTATIVES FROM OC AND OP, AND YOU SHOULD RECOGNIZE WE ARE IN THE FOREFRONT OF THIS ORGANIZATION BY PROPOSING SUCH AN EXPERIMENTAL PROGRAM. IF ADOPTED, YOU SHOULD ALSO REALIZE THAT SOME FINE-TUNING MAY BE REQUIRED AS WE PROGRESS. PLEASE BECOME FAMILIAR WITH THIS INFORMATION SO WE CAN WORK MORE EFFECTIVELY TOGETHER IN THIS ENDEAVOR:

A. CONVERT ALL TCO SERIES EMPLOYEES FROM GS TO THE APPROPRIATE LEVEL AND INCREMENT OF THE NEW PAY SCHEDULE (SEE ATTACHMENT F) ON THE FIRST DAY OF THE FIRST COMPLETE PAY PERIOD IN OCTOBER 1984 OR AS SOON AS APPROPRIATE THEREAFTER. ALL TCO OCCUPATIONAL SERIES

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EMPLOYEES, INCLUDING THOSE ASSIGNED TO OTHER ORGANIZATION COMPONENTS, WILL BE CONVERTED TO THE EXPERIMENTAL PAY SYSTEM.

B. ALL WITHIN GRADE INCREASES (WGI) THAT WERE TO BE EFFECTIVE ON OR BEFORE 30 SEPTEMBER 1985 WILL BE MADE EFFECTIVE FOR ELIGIBLE EMPLOYEES AT THE TIME OF CONVERSION ON A PRORATA BASIS.

C. ALL OC UNIFORM PROMOTION SYSTEM (UPS) EVALUATION EXERCISES THROUGH FEBRUARY 1985 WILL BE CONDUCTED USING CURRENT EVALUATION AND PROMOTION CRITERIA. PAY INCREASES DURING THIS PERIOD WILL BE IN THE FORM OF COMPARABLE LEVEL PROMOTIONS OR INCREMENT INCREASES.

D. ALL RECOMMENDATIONS FOR QUALITY STEP INCREASES (QSI) FOR TCO'S MUST BE SUBMITTED PRIOR TO 1 OCTOBER 1984. THOSE PENDING APPROVAL AND MADE EFFECTIVE AFTER 1 OCTOBER 1984, WILL BE IN THE FORM OF TWO INCREMENT INCREASES.

E. EMPLOYEES AND MANAGERS IN ALL COMPONENTS WILL BE PROVIDED NEW PERSONNEL EVALUATION CRITERIA FOR USE UNDER THE EXPERIMENTAL SYSTEM. TEAMS WILL BE APPOINTED TO EDUCATE MANAGERS AND EMPLOYEES ON THE BANDING EXPERIMENT AND THE NEW EVALUATION PROCEDURES TO BE USED. FOR THIS EXPERIMENT, THE TERM "COMPONENT" IS DEFINED AS THE ORGANIZATIONAL ELEMENTS UNDER CURRENT POLICY THAT HAVE BEEN DELEGATED PERSONNEL EVALUATION RESPONSIBILITY.

F. COMPONENTS WILL SUBMIT COMPLETED PERFORMANCE ASSESSMENT FORMS (ATTACHMENT A) TO HEADQUARTERS IN ACCORDANCE WITH THE NEWLY ESTABLISHED PAR AND EVALUATION SCHEDULE (ATTACHMENT E). PAR NARRATIVES SHOULD ADDRESS THE FACTORS LISTED ON THE PERFORMANCE ASSESSMENT FORM AND THE HEADQUARTERS REVIEW BOARD WORKSHEET (ATTACHMENT B). INITIALLY, INCREMENT INCREASES AND PROMOTIONS BETWEEN LEVELS WILL BE RECOMMENDED BY COMPONENT MANAGERS AND REVIEWED BY HEADQUARTERS REVIEW BOARDS. ALL RECOMMENDATIONS ARE SUBJECT TO THE APPROVAL OF THE D/CO.

G. HEADQUARTERS APPOINTED BOARDS, USING PERFORMANCE ASSESSMENT FORMS, PROMOTION CRITERIA (ATTACHMENT C) AND HEADQUARTERS REVIEW BOARD WORKSHEETS, WILL PROVIDE THE D/CO RANK-ORDER-LISTS, BY LEVEL, OF EMPLOYEES RECOMMENDED FOR PROMOTION AND/OR INCREMENTAL INCREASES. EMPLOYEES DO NOT HAVE TO BE ASSIGNED A CATEGORY I DESCRIPTOR TO BE CONSIDERED FOR A MAXIMUM INCREMENTAL INCREASE OR

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PROMOTION. ALL PROMOTION AND MERIT PAY INCREASES WILL BE EFFECTED ONCE ANNUALLY FOR EMPLOYEES IN THE EXPERIMENTAL PAY SYSTEM. INCREMENT INCREASES AND PROMOTIONS WILL BE DETERMINED AS NEAR AS POSSIBLE TO THE END OF THE FISCAL YEAR.

H. ANNUAL EVALUATIONS UNDER THE EXPERIMENT WILL BE COMPLETED PRIOR TO AUGUST EACH YEAR. TRAINEES IN LEVEL I MAY BE AWARDED INCREMENT INCREASES OUT OF CYCLE USING CRITERIA ESTABLISHED FOR THAT LEVEL.

I. EMPLOYEES BEING CONVERTED TO OR FROM THE GS SCHEDULE WILL CONVERT AT EQUIVALENT OF NEAREST SALARY WITHOUT SALARY PENALTY.

J. EMPLOYEES WHO HAVE ALREADY ACHIEVED MINIMUM TWO FULL PERFORMANCE CERTIFICATION AND WHO ARE CONVERTED TO THIS PAY SCHEDULE WILL NOT BE REQUIRED TO MEET NEW CERTIFICATION CRITERIA.

K. A PERFORMANCE ASSESSMENT FORM FOR EMPLOYEES TRANSFERRING FROM ONE GS COMPONENT TO ANOTHER WITHIN AN EVALUATION CYCLE WILL BE COMPLETED AND FORWARDED TO THE GAINING COMPONENT. THE GAINING COMPONENT WILL PERFORM THE ANNUAL EVALUATION OF THE EMPLOYEE IN ACCORDANCE WITH THE EVALUATION SCHEDULE, GIVING FULL CONSIDERATION TO THE REASSIGNMENT EVALUATION(S) PROVIDED BY OTHER COMPONENTS DURING THE EVALUATION YEAR.

L. THE PERFORMANCE ASSESSMENT FORM SHOULD BE CONSIDERED A COUNSELING TOOL AND MUST BE DISCUSSED WITH THE EMPLOYEE UPON REQUEST.

M. RECOMMENDATIONS FOR INCREMENTAL INCREASES WILL BE STATED IN THE FOLLOWING TERMS: MAXIMUM, MEDIAN, MINIMAL, AND NONE.

N. WHILE IT IS RECOGNIZED THAT PAR RATINGS AND RECOMMENDATIONS FOR INCREMENTAL INCREASES MAY ESCALATE, SENIOR MANAGERS WILL ENSURE THAT ONLY SUPERIOR PERFORMERS RECEIVE MAXIMUM INCREMENTAL INCREASES, OUTSTANDING PERFORMERS MEDIAN INCREMENTAL INCREASES, AND AVERAGE PERFORMERS MINIMAL INCREMENTAL INCREASES. SLIGHTLY BELOW AVERAGE PERFORMERS CAN RECEIVE A ONE INCREMENT INCREASE. EMPLOYEES WHO DO NOT MEET ACCEPTABLE STANDARDS WILL RECEIVE NO INCREASE FOR THE CURRENT EVALUATION PERIOD. THE D/CO WILL EVALUATE COMPONENT CHIEFS ON THEIR DISCRETION IN RECOMMENDING INCREMENTAL INCREASES.

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O. FOR PROMOTION BETWEEN LEVELS, PERFORMANCE ASSESSMENT FORM RATINGS WILL CONSTITUTE APPROXIMATELY 80 PERCENT OF THE OVERALL RATING AND THE REMAINING 20 PERCENT WILL BE BASED ON SUBJECTIVE EVALUATIONS BY HEADQUARTERS REVIEW BOARDS, USING HEADQUARTERS REVIEW WORKSHEETS. EMPLOYEES RECOMMENDED FOR PROMOTION TO THE NEXT HIGHER LEVEL MUST HAVE SATISFIED THE PREREQUISITE CRITERIA FOR ENTRANCE INTO THAT LEVEL.

P. COMPONENT EVALUATIONS SHOULD BE PERFORMED BY A PANEL OF SENIOR EMPLOYEES--PREFERABLY FROM BAND LEVEL IV. FOR THE FIRST CYCLE, ALL HEADQUARTERS REVIEW BOARDS SHOULD BE CHAIRED BY THE SAME OFFICER.

Q. ALL EMPLOYEES, EXCEPT THOSE RECEIVING CATEGORY IV DESCRIPTORS, SHOULD RECEIVE A MINIMUM OF ONE INCREMENT INCREASE ANNUALLY THROUGH THE MID-POINT OF A BAND LEVEL. FEDERAL COMPARABILITY PAY ADJUSTMENTS ARE NOT GUARANTEED AND MAY BE WITHHELD IF THE EMPLOYEE'S PERFORMANCE RATING IS MARGINAL OR UNSATISFACTORY.

R. A BONUS AWARD PROGRAM WILL BE ESTABLISHED FOR USE IN CONJUNCTION WITH THE EXPERIMENTAL PAY SYSTEM. THE BONUS PROGRAM MAY BE USED, BUT NOT LIMITED, TO AWARD EMPLOYEES: WHO HAVE REACHED MAXIMUM SALARY IN A PAY LEVEL AND ARE NOT SELECTED FOR PROMOTION; WHOSE PERFORMANCE MERITS RECOGNITION BUT NOT IN THE FORM OF CONTINUAL PAY REWARD; ON SPECIAL ASSIGNMENT OR WHOSE PERFORMANCE DESERVES SPECIAL RECOGNITION. BONUSES WILL BE PAID IN EQUIVALENT INCREMENTAL VALUES ON A ONE-TIME BASIS. MORE THAN ONE INCREMENTAL AMOUNT CAN BE AWARDED. RECOMMENDATIONS FOR BONUSES WILL BE MADE BY COMPONENT CHIEFS, REVIEWED AT HEADQUARTERS, AND APPROVED BY THE ADJUSTMENTS.

S. THE CAREER DEVELOPMENT AND TRAINING GROUP/AMD WILL BE RESPONSIBLE FOR THE INITIAL REVIEW OF INDIVIDUAL REQUESTS FOR EXCEPTIONS TO POLICIES REGARDING THE EXPERIMENTAL PAY SYSTEM DURING THE FIRST YEAR OF THE EXPERIMENT.

T. THE FIVE SALARY RANGES USED IN THIS EXPERIMENT WILL BE IDENTIFIED BY THE FOLLOWING TITLES:

TRAINEE

TCC LEVEL I

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OPERATIONS
SPECIALIST
STAFF
SENIOR OFFICER

TCO LEVEL II
TCO LEVEL III
TCM LEVEL III
TCM LEVEL IV

U. PLACEMENT CRITERIA WILL BE ESTABLISHED FOR EACH LEVEL AND USED TO CONVERT EMPLOYEES FROM THE GS SCHEDULE TO THE EXPERIMENTAL PAY SYSTEM. A COMMITTEE HAS BEEN CONVENED TO DETERMINE THE CONVERSIONS. EMPLOYEES WILL BE NOTIFIED OF THEIR BAND LEVEL AND INCREMENT.

V. A COMMITTEE(S) WILL BE APPOINTED TO COORDINATE AND OVERSEE IMPLEMENTATION OF THE EXPERIMENT. THESE RESPONSIBILITIES WILL INCLUDE:

- COORDINATING WITH OP AND OTHER ORGANIZATION COMPONENTS WHERE OC EMPLOYEES ARE ASSIGNED
- DEVELOPING AN EMPLOYEE BRIEFING PACKAGE
- DEVELOPING AN INSTRUCTIONAL GUIDE FOR ALL EVALUATION MATERIALS

W. THE INTENT OF THIS NOTICE IS TO SERVE AS THE SECOND STEP IN OUR CONTINUING EFFORTS TO KEEP OC EMPLOYEES INFORMED OF OUR PROGRESS WITH THIS NEW PAY SYSTEM..

X. CATEGORY DESCRIPTORS (ATTACHMENT D) HAVE BEEN REDEFINED FOR TCO SERIES EMPLOYEES AND NEW PROMOTION CRITERIA WILL BE USED FOR THE EXPERIMENT.

3. COMMENTS OR QUESTIONS REGARDING THIS PROPOSAL SHOULD BE ADDRESSED TO AMD. RESPONSES TO THESE COMMENTS AND QUESTIONS MAY EITHER BE IN THE FORM OF A FOLLOW UP COMMUNICATION TO ALL OC EMPLOYEES OR ON AN INDIVIDUAL BASIS. HOWEVER, WE WILL TRY TO ADDRESS ALL CONCERNS AS APPROPRIATE.

ATTACHMENT A

PERFORMANCE ASSESSMENT FORM

DATE:

NAME:

SSN:

PANEL:

OC/ECB:

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CURRENT ASSIGNMENT:

PCSN/TITLE:

PAR (OVERALL).....X5
 CAT. DESCR. (I EQUALS 3, II EQUALS 2,
 III EQUALS 1).....X5
 PAR RATING ON SUPERVISION (1-7).....X1
 LEADERSHIP (FOR NON-SUPERVISORS) (1-4).....X1
 OC TENURE 1-5 YRS EQUALS 2
 6-10 YRS EQUALS 3
 11-15 YRS EQUALS 4
 16 PLUS EQUALS 5X2

DIRECT INVOLVEMENT IN

25X1 ACTIVITIES (2 - 3).....X1
 INTERPERSONAL RELATIONS (1 - 5).....X1
 CREATIVITY (1 - 5).....X1
 DEDICATION (1 - 5).....X1
 JUDGMENT (1 - 5).....X1
 INITIATIVE (1 - 5).....X1
 SELF EXPRESSION (WRITTEN AND ORAL) (1 - 5).....X1
 RECOMMENDED INCREMENTS
 (MAXIMUM, MEDIAN, MINIMUM, NONE)
 RECOMMENDED FOR PROMOTION: TOTAL:
 COMMENTS:

COMPONENT CHIEF SIGNATURE

ATTACHMENT A (CONTINUED)

PERFORMANCE ASSESSMENT GUIDE

PERFORMANCE APPRAISAL REPORT - AN ANNUAL PERFORMANCE APPRAISAL REPORT (PAR) WILL BE COMPLETED ON EACH EMPLOYEE IN ACCORDANCE WITH THE OC PAR AND EVALUATION SCHEDULE FOR TELECOMMUNICATIONS OFFICERS (TCO). THE REPORT WILL ADDRESS THE MERITS AND DEFICIENCIES OF EACH INDIVIDUAL IN ACCORDANCE WITH APPROPRIATE REGULATIONS AND GUIDELINES. COMPONENT MANAGERS ARE CHARGED WITH REVIEWING THESE REPORTS AND ENSURING THE RATINGS AND COMMENTS ADDRESS THE CRITERIA IN ACCORDANCE WITH ESTABLISHED GUIDELINES. INFLATION OF PARS WILL DILUTE THE MERIT PAY OF THOSE EMPLOYEES WHO WARRANT RECOGNITION FOR SUPERIOR PERFORMANCE UNDER BANDING CRITERIA. THE PAR WILL CONTINUE TO BE THE PRIMARY CONTRIBUTING FACTOR TO THE TOTAL EVALUATION.

CATEGORY DESCRIPTOR - A CATEGORY DESCRIPTOR IS ASSIGNED BY THE

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FIELD COMPONENT FOR EACH EMPLOYEE BASED ON HIS/HER OVERALL EVALUATION. INCLUDED IN THIS EVALUATION ARE THE PAST PERFORMANCE RECORD, CAPABILITIES AND POTENTIAL FOR GROWTH. MOST EMPLOYEES ARE CONSIDERED TO BE GOOD PERFORMERS AND COULD RECEIVE A RATING OF CATEGORY III. ANY EMPLOYEE WHO EXCEEDS THIS RATING, BUT IS NOT SUPERIOR WOULD BE RATED AS CATEGORY II. ONLY THOSE EMPLOYEES WHO ARE TRULY SUPERIOR ARE RATED CATEGORY I. POOR PERFORMERS (BELOW THE ACCEPTABLE STANDARDS ARE CONSIDERED CATEGORY IV). (SEE INDIVIDUAL CATEGORY DEFINITIONS.)

SUPERVISION - THIS RATING IS ASSIGNED TO ANY INDIVIDUAL WHO HAS DEMONSTRATED SUPERVISORY RESPONSIBILITIES DURING THE RATING PERIOD. THIS RATING (AND RELATED DUTY) MUST BE REFLECTED ON THE ANNUAL PAR. THE EMPLOYEE MUST HAVE SUPERVISED AT LEAST ONE INDIVIDUAL FOR APPROXIMATELY 50 PERCENT OF THE TIME DURING THE TOTAL RATING PERIOD. IS THE INDIVIDUAL A GOOD ROLE MODEL AND TEACHER?

LEADERSHIP - THIS RATING WILL BE USED FOR THOSE INDIVIDUALS WHO DO NOT QUALIFY FOR THE CRITERIA UNDER THE HEADING AS A SUPERVISOR BUT WHO DESERVE A RATING AS A POTENTIAL OR PROVEN LEADER. INDIVIDUALS IN THIS CATEGORY HAVE DEMONSTRATED LEADERSHIP SKILLS BUT HAVE NOT HAD THE OPPORTUNITY TO SUPERVISE. LEADERSHIP POTENTIAL IS BEING EVALUATED.

OC TENURE - THE EXPERIENCE IN OC IS BEING ADDRESSED IN THIS CATEGORY. TENURE IS DEFINED BASED ON THE EOD DATE IN OC VERSUS THE ORGANIZATION. COMPONENTS ASSIGN A VALUE BASED ON THIS DATE. TENURE WILL BE ROUNDED TO THE NEAREST WHOLE YEAR.

INTERPERSONAL RELATIONS - CONSIDER THE INDIVIDUAL'S ABILITY TO REPRESENT THE COMPONENT, OFFICE, AND ORGANIZATION, AND TO WORK EFFECTIVELY WITH SUBORDINATES, PEERS, AND SUPERVISORS. IS THE

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EMPLOYEE A TEAM PLAYER?

CREATIVITY - CONSIDER EITHER THE INNOVATIVE OR PROBLEM SOLVING ASPECTS. THE INDIVIDUAL'S ABILITY TO RECOGNIZE PROBLEMS, AND TO CHOOSE LOGICAL SOLUTIONS WITH DISCRIMINATE USE OF RESOURCES. ALSO, THE INDIVIDUAL'S TALENT FOR SUGGESTING AND DEVELOPING METHODS OR PROCEDURES AND THE DEGREE TO WHICH THE INDIVIDUAL RECOGNIZES AND SUPPORTS SUGGESTIONS MADE BY OTHERS.

DEDICATION - CONSIDER HOW RESPONSIVE THE INDIVIDUAL IS TO THE NEEDS OF THE OFFICE AND HOW DISCIPLINED, DEPENDABLE AND PUNCTUAL HE/SHE IS IN DIFFICULT SITUATIONS.

JUDGMENT - CONSIDER THE INDIVIDUAL'S ABILITY TO MAKE SOUND RECOMMENDATIONS AND CORRECT DECISIONS. ESPECIALLY WHEN THE AVAILABLE INFORMATION IS INCOMPLETE, AMBIGUOUS, OR CONFLICTING.

INITIATIVE - CONSIDER THE DEGREE TO WHICH THE INDIVIDUAL IDENTIFIES NEEDS, ORGANIZES, DEVISES AND UNDERTAKES ADDITIONAL TASKS AND RESPONSIBILITIES AND TAKES ADVANTAGE OF OPPORTUNITIES TO OFFER MEANINGFUL CONTRIBUTIONS. ALSO, CONSIDER THE AMOUNT OF SUPERVISION THE INDIVIDUAL REQUIRES, AND EFFORTS MADE TOWARD SELF-IMPROVEMENT.

SELF EXPRESSION - FOR WRITTEN CORRESPONDENCE CONSIDER GRAMMAR, CLARITY, ORGANIZATION, AND THE ABILITY TO USE A STYLE APPROPRIATE FOR THE TASK. FOR ORAL COMMUNICATIONS CONSIDER THE ABILITY TO EXCHANGE INFORMATION, THE EASE WITH WHICH THE INDIVIDUAL ASKS FOR AND SHARES INFORMATION WITH OTHERS AND IF THE INDIVIDUAL LISTENS ATTENTIVELY.

ATTACHMENT P

HEADQUARTERS REVIEW WORKSHEET

NAME:

BAND/INCREMENT:

PANEL:

CURRENT ASSIGNMENT:

POSITION/TITLE:

OC/EOD:

FIELD/COMPONENT OVERALL RATING SCORE (FACTORED)

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REVIEW BOARD CONSIDERATIONS (THE FOLLOWING EVALUATION FACTORS TO BE
CONSIDERED BY THE REVIEW BOARD SHOULD
BE ADDED TO THE FACTORED RATING AND
CONSTITUTE APPROXIMATELY 20 PERCENT OF
THE TOTAL SCORE)

MOBILITY (TDY QUALIFIED AND WILLINGNESS TO SERVE)

SPECIAL RECOGNITION (AWARDS, COMMENDATIONS, ETC.)

TRAINING (SEE RECOMMENDED LIST)

EXPERIENCE (TOURS AND VARIETY OF ASSIGNMENTS)

PREVIOUS PAR RATINGS (LAST THREE YEARS)

PRODUCTIVITY

CREATIVITY

INTERPERSONAL RELATIONS

WRITTEN/ORAL SKILLS

TOTAL:

COMMENTS:

PROMOTION RECOMMENDED:

IF NO STATE REASON(S):

CHAIRMAN, REVIEW BOARD SIGNATURE

LEVEL:.....

INCREMENT:.....

MANAGEMENT CONSIDERATION (DIRECTOR, OC)

TOTAL PERSON

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JOB WORTH
SECURITY
TOTAL CONTRIBUTION

APPROVED SIGNATURE

ATTACHMENT B (CONTINUED)

TRAINEE

TRAINING RECOMMENDATIONS

OPERATIONS

- EMPLOYEE DEVELOPMENT COURSE
INTRODUCTION TO ORGANIZATION

- ESSENTIALS OF WRITING (OR EQUIVALENT) TRENDS AND HIGHLIGHTS
- URBAN AWARENESS
LEADERSHIP STYLES AND BEHAVIOR
ORGANIZATION TODAY AND TOMORROW
PAR WORKSHOP
- MANAGEMENT DEVELOPMENT COURSE
COUNSELING COURSE
BRIEFING TECHNIQUES
INSTRUCTOR TRAINING WORKSHOP (INSTRS.)
INSTRUCTIONAL SYSTEMS DESIGN (INSTRS.)
OC MANAGEMENT SEMINAR

SPECIALIST

- MID-CAREER
ADVANCED INSTRUCTOR TRAINING
INNOVATIVE PROBLEM SOLVING

STAFF

- MID-CAREER
- ADVANCED MANAGEMENT
TIME MANAGEMENT
- ADVANCED INTELLIGENCE SEMINAR
PROGRAM ON CREATIVE MANAGEMENT
CENTER FOR CREATIVE LEADERSHIP
WAR COLLEGE (ONE OF SEVERAL)

SENIOR OFFICER

- STAFF COLLEGE APPOINTMENTS
ORGANIZATION SODP CORE AND WORKSHOPS

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NOTE: EXCEPT WHERE OTHERWISE NOTED IN BAND MOVEMENT CRITERIA, THE ABOVE TRAINING IS RECOMMENDED FOR COMPLETION IN THE BAND/SEGMENT INDICATED PRIOR TO MOVEMENT TO THE NEXT BAND/SEGMENT.

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PROMOTION CRITERIA

1. TRAINEE TCO LEVEL I

- A. NORMALLY, ENTRY ON DUTY (EOD) FOR PHASE I TRAINING WILL BE AT OR NEAR INCREMENT 7 OF LEVEL I.
- B. APPROXIMATELY MIDWAY THROUGH PHASE I OF THE FORMAL TRAINING COURSE, GOOD PERFORMERS MAY BE REWARDED BY A ONE (1) INCREMENT INCREASE. EXCEPTIONAL PERFORMERS (TOP 10 PERCENT OF THE CLASS) MAY BE REWARDED BY A PAY INCREASE OF UP TO TWO (2) INCREMENTS.
- C. TRAINEES WILL NORMALLY BE ADVANCED TO LEVEL I INCREMENT 13 UPON SUCCESSFUL COMPLETION OF PHASE I TRAINING AND WITH A RECOMMENDATION BY CHIEF, COMMUNICATIONS SCHOOL (CS).
- D. INTERNAL TRANSFERS TO THE TCO TRAINING PROGRAM WILL REMAIN AT THEIR CS GRADE AND STEP DURING PHASE I. UPON

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- SUCCESSFUL COMPLETION OF PHASE I AND WITH A RECOMMENDATION BY CHIEF, CS, THEY WILL BE ADVANCED TO INCREMENT 13 LEVEL I. EXCEPTIONAL PERFORMERS MAY RECEIVE ACHIEVEMENT AWARDS DURING TRAINING AS APPROPRIATE.
- E. PHASE II TRAINING INCLUDES AN ASSIGNMENT IN CONUS FOR A PERIOD OF UP TO ONE YEAR. EMPLOYEES CANNOT REMAIN IN PHASE II LONGER THAN ONE YEAR.
 - F. AFTER SIX MONTHS IN PHASE II, TRAINEES WILL BE CONSIDERED FOR ADVANCEMENT USING THE FIRST ANNUAL PAR AND ASSIGNED CATEGORY DESCRIPTOR. PAY ADVANCEMENT DURING PHASE II CAN BE MADE THROUGH INCREMENT 17 IN LEVEL I. THE NUMBER OF INCREMENTS AWARDED WILL BE RECOMMENDED BY THE COMPONENT CHIEF AND MUST HAVE THE APPROVAL OF THE D/CO.
 - G. IN SOME CASES, EMPLOYEES MAY SKIP PHASE II TRAINING AND BE ASSIGNED PCS IMMEDIATELY UPON COMPLETION OF FORMAL TRAINING. AFTER SIX MONTHS ON THE JOB, THESE EMPLOYEES MAY BE CONSIDERED FOR AN INCREMENTAL ADVANCEMENT USING THE FIRST ANNUAL PAR AND ASSIGNED CATEGORY DESCRIPTOR. THE NUMBER OF INCREMENTS AWARDED WILL BE RECOMMENDED BY THE COMPONENT CHIEF AND MUST HAVE THE APPROVAL OF THE D/CO. ADVANCEMENT OPPORTUNITIES WILL BE THE SAME FOR TRAINEES WHETHER THEY ENTER PHASE II TRAINING OR RECEIVE A PCS ASSIGNMENT.
 - H. EMPLOYEES WILL REMAIN IN LEVEL I UNTIL ALL PROMOTION CRITERIA FOR ENTRY INTO LEVEL II HAVE BEEN MET. ADVANCEMENT IN LEVEL I CAN BE MADE THROUGH INCREMENT 32.
 - I. EMPLOYEES IN LEVEL I WILL BE EVALUATED ANNUALLY IN ACCORDANCE WITH THE OC EVALUATION SCHEDULE. SELECTION OUT MAY BE CONSIDERED FOR EMPLOYEES UNABLE TO MEET PROMOTION CRITERIA TO LEVEL II WITHIN EIGHT YEARS. (AN AVERAGE TIME OF FIVE YEARS IS ANTICIPATED TO COMPLETE LEVEL II ENTRY CRITERIA.)

2. OPERATIONS - TCO LEVEL II

REQUIREMENTS FOR ENTRY INTO TCO LEVEL II:

- A. MINIMUM OVERALL 4 RATING ON CURRENT PAR
- B. MUST HAVE MET ALL CERTIFICATION PROGRAM ENTRY REQUIREMENTS FOR TCO LEVEL II

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- C. COMPLETION OF ORGANIZATION 3-YEAR TRIAL PERIOD
- D. RYBAT AND SECURITY ACCEPTABLE
- E. MUST HAVE COMPLETED A MINIMUM OF 3-YEARS IN PANEL MOD
- F. RECOMMENDATION BY COMPONENT CHIEF
- G. CATEGORY DESCRIPTOR I, II, OR III

3. SPECIALIST - TCO LEVEL III

REQUIREMENTS FOR ENTRY INTO TCO LEVEL III:

- A. MINIMUM OVERALL RATING OF 3 ON CURRENT PAR
- B. MUST HAVE MET ALL CERTIFICATION PROGRAM ENTRY REQUIREMENTS FOR TCO LEVEL III
- C. MINIMUM OF TWO PCS ASSIGNMENTS INCLUDING ONE OVERSEAS ASSIGNMENT
- D. CATEGORY DESCRIPTOR I, II, OR III
- E. RYBAT AND SECURITY ACCEPTABLE
- F. RECOMMENDATION BY COMPONENT CHIEF

ADVANCEMENT TO TCO LEVEL III, NORMALLY FROM TCO LEVEL II, WILL BE BY PANEL SELECTION BASED ON MOST QUALIFIED INDIVIDUALS WITH TECHNICAL EXPERIENCE FOR SPECIFIED REQUIREMENTS.

INDIVIDUALS MUST MOVE FROM TCO LEVEL III TO TCM LEVEL III TO GET TO TCM LEVEL IV. SUCH MOVES WILL BE AT THE SAME SALARY OR NEXT HIGHER LEVEL, NO PROMOTION. EMPLOYEES GOING FROM TCM LEVEL III TO TCO LEVEL III WILL CONVERT AT THE SAME OR NEXT HIGHER INCREMENT, OR, WHEN APPROPRIATE, MAY RECEIVE PAY RETENTION.

4. STAFF OFFICER - TCM LEVEL III

REQUIREMENTS FOR ENTRY INTO TCM LEVEL III:

- A. MINIMUM OVERALL RATING OF 3 ON CURRENT PAR
- B. MUST HAVE MET ALL CERTIFICATION PROGRAM ENTRY REQUIREMENTS FOR TCM LEVEL III
- C. ORGANIZATION RETIREMENT QUALIFIED
- D. ONE TO TWO YEARS EXPERIENCE AS MANAGER (MUST HAVE SUPERVISED AT LEAST ONE PERSON)
- E. MINIMUM OF TWO PCS ASSIGNMENTS, INCLUDING ONE OVERSEAS ASSIGNMENT

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- F. MINIMUM CATEGORY DESCRIPTOR II
- G. RYBAT AND SECURITY ACCEPTABLE
- H. MUST HAVE PARTICIPATED IN MANAGEMENT RELATED TRAINING COURSES SUCH AS: MANAGERIAL, COUNSELING, WRITING, PUBLIC SPEAKING, WORD PROCESSOR, COMPUTER, ETC.
- I. RECOMMENDATION BY COMPONENT CHIEF

5. SENIOR OFFICER - TCM LEVEL IV

REQUIREMENTS FOR ENTRY INTO TCM LEVEL IV:

- A. MINIMUM OVERALL RATING OF 5 ON CURRENT PAR
- B. MINIMUM OF TWO PCS CONUS ASSIGNMENTS AND THREE PCS OVERSEAS ASSIGNMENTS
- C. MUST HAVE ONE TOUR AS STAFF OFFICER (2 YEARS)
- D. MUST HAVE EXPERIENCE AS SECTION OR BRANCH CHIEF (2 YEARS MINIMUM)
- E. MINIMUM CATEGORY DESCRIPTOR II
- F. MINIMUM PAR RATING OF 5 FOR MANAGERIAL/SUPERVISORY DUTIES
- G. RYBAT AND SECURITY ACCEPTABLE
- H. RECOMMENDATION OF COMPONENT CHIEF
- I. ALL PROMOTIONS TO TCM LEVEL IV WILL BE FROM TCM LEVEL III

ATTACHMENT B - CATEGORY DESCRIPTOR (NEW)

CATEGORY I - THESE EMPLOYEES POSSESS AND ARE PRESENTLY USING EXPERIENCE, KNOWLEDGE AND TALENTS TO A DEGREE THAT IS CLEARLY EXCEPTIONAL IN COMPARISON WITH THEIR PEERS; THEY EXCEL IN CURRENT JOB ASSIGNMENTS. THEIR PERSONAL CHARACTERISTICS AND WORK PERFORMANCE CLEARLY SUGGEST THE POTENTIAL FOR RAPID UPWARD MOVEMENT THROUGH POSITIONS OF INCREASINGLY GREATER RESPONSIBILITY, PERFORMING STRONGLY IN EACH JOB ASSIGNMENT. THEY WILL REQUIRE MINIMAL TIME TO INCREASE THEIR POTENTIAL IN THE UPWARD PROGRESSION. THEIR PERFORMANCE WOULD BE SUPERIOR IN ANY JOB WITHIN THEIR LEVEL AND IN MANY JOBS WITHIN THE NEXT HIGHER LEVEL.

CATEGORY II - THESE EMPLOYEES POSSESS AND ARE USING EXPERIENCE, KNOWLEDGE AND TALENTS TO PERFORM STRONGLY. THEIR PERSONAL CHARACTERISTICS AND WORK PERFORMANCE INDICATE A CAPABILITY FOR STEADY ADVANCEMENT UPWARD THROUGH POSITIONS OF INCREASINGLY GREATER

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RESPONSIBILITY. PERFORMING STRONGLY IN EACH JOB ASSIGNMENT. THEY HAVE THE CAPABILITY TO INCREASE THEIR POTENTIAL IN EACH JOB. THEY COULD PERFORM IN AN OUTSTANDING MANNER IN ANY JOB WITHIN THEIR LEVEL AND IN SOME JOBS WITHIN THE NEXT HIGHER LEVEL.

CATEGORY III - THESE EMPLOYEES POSSESS AND ARE USING EXPERIENCE, KNOWLEDGE AND TALENTS TO PERFORM WELL IN POSITIONS AT THEIR CURRENT GRADE LEVEL BUT HAVE NOT DEMONSTRATED THE POTENTIAL TO PERFORM SUCCESSFULLY AT HIGHER LEVELS OF RESPONSIBILITY. THEIR PERSONAL FILES AND WORK PERFORMANCE TEND TO INDICATE THAT THEY ARE CLOSE TO REALIZING OR HAVE REALIZED THEIR POTENTIAL. THEY COULD PERFORM SATISFACTORILY IN ANY JOB WITHIN THEIR LEVEL BUT AT THIS TIME IN FEW JOBS WITHIN THE NEXT HIGHER LEVEL.

CATEGORY IV - THESE EMPLOYEES MAY OR MAY NOT POSSESS EXPERIENCE, KNOWLEDGE AND TALENTS TO PERFORM SATISFACTORILY; HOWEVER, THEIR OVERALL WORK PERFORMANCE REFLECTS SPECIFIC DEFICIENCIES OR THE INABILITY TO MEET IMPORTANT ASPECTS OF WORK REQUIREMENTS. THEIR POTENTIAL FOR GROWTH SHOWS NO EVIDENCE OF IMPROVEMENT IN THEIR CURRENT JOB ASSIGNMENT.

POTENTIAL - THIS IS AN EVALUATION OF AN INDIVIDUAL'S CAPABILITY TO ASSUME HIGHER-LEVEL RESPONSIBILITIES, AND TO DEVELOP, GROW AND ADVANCE IN SUBSTANTIVE ASSIGNMENTS AND/OR MANAGERIAL POSITIONS. AT THE HIGHER LEVELS, I.E., LEVEL IV, POTENTIAL SHOULD BE EVALUATED AS THE EXTENT AN INDIVIDUAL'S YEARS OF EXPERIENCE, KNOWLEDGE, TALENTS AND SKILLS CAN BE APPLIED TO A VARIETY OF ASSIGNMENTS WITHIN OC, ELSEWHERE IN THE ORGANIZATION OR THE COMMUNITY.

ATTACHMENT F

TELECOMMUNICATIONS OFFICER
PAR AND EVALUATION SCHEDULE

	PAR PERIOD ENDS	DUE IN HQS	HQS REVIEW BOARD MEETS
LEVEL IV (FOR SPS)	31 JANUARY	28 FEBRUARY	31 MARCH
LEVEL IV (NOTE 1)	31 MAY	30 JUNE	15 JULY
LEVEL III	30 APRIL	31 MAY	31 JULY
LEVEL II	30 APRIL	31 MAY	15 JULY

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LEVEL I

31 MAY

30 JUNE

15 AUGUST

NOTE 1: INCLUDES LEVEL IV EMPLOYEES RECOMMENDED FOR SIS BUT NOT
 SELECTED AND ALL OTHER LEVEL IV EMPLOYEES. PERFORMANCE ASSESSMENT
 FORM IS ALL THAT WILL BE REQUIRED FOR EMPLOYEES WHOSE PAPS WERE
 COMPLETED FOR SIS CONSIDERATION.

ATTACHMENT F

 TELECOMMUNICATIONS OFFICER PAY SCHEDULE
 (TCO/TCM SCHEDULE)

TCO-1 TRAINEE LEVEL

INCREMENT - \$322

INCREMENT	1	2	3	4	5	6	7
	15497	15799	16121	16423	16735	17227	17729
INCREMENT	8	9	10	11	12	13	14
	17611	17913	18215	18517	18819	19121	19423
INCREMENT	15	16	17	18	19	20	21
	19725	20027	20329	20631	20933	21235	21537
INCREMENT	22	23	24	25	26	27	28
	21839	22141	22443	22745	23047	23349	23651
INCREMENT	29	30	31	32			
	23953	24255	24557	24859			

TCO-2 OPERATIONS LEVEL

INCREMENT - \$407

INCREMENT	1	2	3	4	5	6	7
	21066	21473	21880	22287	22694	23101	23508
INCREMENT	8	9	10	11	12	13	14
	23915	24322	24729	25136	25543	25950	26357
INCREMENT	15	16	17	18	19	20	21
	26764	27171	27578	27985	28392	28799	29206
INCREMENT	22	23	24	25	26	27	28

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	23613	32222	32427	32834	31241	31649	32255
INCREMENT	29 32462	32 32869	31 33276				
TCO-3 SPECIALIST LEVEL				INCREMENT - \$489			
INCREMENT	1 25499	2 25978	3 26467	4 26956	5 27445	6 27934	7 28423
INCREMENT	8 28912	9 29421	10 29932	11 30379	12 30863	13 31357	14 31846
INCREMENT	15 32335	16 32824	17 33313	18 33802	19 34291	20 34780	21 35269
INCREMENT	22 35758	23 36247	24 36736	25 37225	26 37714	27 38203	28 38692
INCREMENT	29 39181	30 39672					

TCM-3 STAFF LEVEL

INCREMENT - \$583

INCREMENT	1 30549	2 31132	3 31715	4 32298	5 32881	6 33464	7 34047
INCREMENT	8 34630	9 35213	10 35796	11 36379	12 36962	13 37545	14 38128
INCREMENT	15 38711	16 39294	17 39877	18 40460	19 41043	20 41626	21 42209
INCREMENT	22 42792	23 43375	24 43958	25 44541	26 45124	27 45707	28 46290
INCREMENT	29 46873	30 47456					

TCM-4 SENIOR OFFICER LEVEL

INCREMENT - \$814

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INCREMENT	1	2	3	4	5	6	7
	42928	43742	44556	45370	46184	46998	47812
INCREMENT	8	9	10	11	12	13	14
	48626	49440	50254	51068	51882	52696	53511
INCREMENT	15	16	17	18	19	20	21
	54324	55138	55952	56766	57580	58394	59208
INCREMENT	22	23	24	25	26	27	28
	60022	60836	61650	62464	63278	64092	64906
INCREMENT	29						
	65720						

TELECOMMUNICATIONS OFFICER OVERSEAS PAY SCHEDULE
(TCY/TCY SCHEDULE)

TCY-1 TRAINEE LEVEL

INCREMENT - \$331

INCREMENT	1	2	3	4	5	6	7
	16965	17316	17647	17978	18309	18640	18971
INCREMENT	8	9	10	11	12	13	14
	19302	19633	19964	20295	20626	20957	21288
INCREMENT	15	16	17	18	19	20	21
	21619	21950	22281	22612	22943	23274	23605
INCREMENT	22	23	24	25	26	27	28
	23936	24267	24598	24929	25260	25591	25922
INCREMENT	29	30	31	32			
	26253	26584	26915	27246			

TCY-2 OPERATIONS LEVEL

INCREMENT - \$446

INCREMENT	1	2	3	4	5	6	7
	23088	23534	23980	24426	24872	25318	25764
INCREMENT	8	9	10	11	12	13	14

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	26210	26656	27102	27548	27994	28440	28886
INCREMENT	15	16	17	18	19	20	21
	29332	29778	30224	30670	31116	31562	32008
INCREMENT	22	23	24	25	26	27	28
	32454	32900	33346	33792	34238	34684	35130
INCREMENT	29	30	31				
	35576	36022	36468				

TCX-3 SPECIALIST LEVEL

INCREMENT - \$538

INCREMENT	1	2	3	4	5	6	7
	27936	28472	29008	29544	30080	30616	31151
INCREMENT	8	9	10	11	12	13	14
	31688	32224	32760	33296	33832	34368	34904
INCREMENT	15	16	17	18	19	20	21
	35440	35976	36512	37048	37584	38120	38656
INCREMENT	22	23	24	25	26	27	28
	39192	39728	40264	40800	41336	41872	42408
INCREMENT	29	30					
	42944	43480					

TCY-3 STAFF LEVEL

INCREMENT - \$639

INCREMENT	1	2	3	4	5	6	7
	33482	34121	34760	35399	36038	36677	37316
INCREMENT	8	9	10	11	12	13	14
	37955	38594	39233	39872	40511	41150	41789
INCREMENT	15	16	17	18	19	20	21
	42428	43067	43706	44345	44984	45623	46262
INCREMENT	22	23	24	25	26	27	28
	46901	47540	48179	48818	49457	50096	50735

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INCREMENT 29 30
51374 52013

TCY-4 SENIOR OFFICER LEVEL

INCREMENT - \$892

INCREMENT	1	2	3	4	5	6	7
	47049	47941	48833	49725	50617	51529	52421

INCREMENT	8	9	10	11	12	13	14
	53293	54185	55077	55969	56861	57753	58645

INCREMENT	15	16	17	18	19	20	21
	59537	60429	61321	62213	63105	63997	64889

INCREMENT	22	23	24	25	26	27	28
	65781	66673	67565	68457	69349	70241	71133

INCREMENT	29
	72025

DECL OADR. DEW COV 1-82. ALL CONFIDENTIAL.

ORIG: C/CC-AMD/PAG/PAB

AUPH. C/CC-AMD

REL: D/CO (DONNELLY).

FNNN

END OF MESSAGE

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ROUTING AND TRANSMITTAL SLIP

Date

10/2/84

TO: (Name, office symbol, room number,
building, Agency/Post)

Initials

Date

1. C/CACP

2.

3.

4.

5.

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Jim,

PLS. SEE DD/PATE'S NOTE
BELOW.WXL
GERmy

Muhelle - file grade body

DO NOT use this form as a RECORD of approvals, concurrences, disposals,
clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

C/PMCD

Phone No.

5041-102

OPTIONAL FORM 41 (Rev. 7-76)

Prescribed by GSA
FPMR (41 CFR) 101-11.206

ROUTING AND TRANSMITTAL SLIP

Date

9/28/84

TO: (Name, office symbol, room number,
building, Agency/Post)

Initials

Date

1. DD/PAGE 28 SEP 1984

2.

3. DC/DMCD

4.

5. C/PMCD

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

BARBARA,
PER YOUR REQUEST, ATTACHED
IS OUR ONLY CY OF THE OC
CABLE FOR YOUR REVIEW.

When we get MOA signed by both
OC + OP, be sure any discrepancies
in cable are brought to OC's attention.

DO NOT use this form as a RECORD of approvals, concurrences, dis-
clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

C/PMCD

Phone No.

5041-102

★ GPO : 1981 O - 361-529 (148)

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FPMR (41 CFR) 101-11.206

STAT

STAT

STAT

TRANSMITTAL SLIP		DATE 20 1984
TO: [REDACTED]		
ROOM NO.	BUILDING	
REMARKS: PER YOUR REQUEST		
FROM: SUZANNE (OC-AMD/PAG/PAB/PMAS)		
ROOM NO. [REDACTED]		

1 FEB 88 241 REPLACES FORM 36-8 WHICH MAY BE USED. (47)

STAT